

18 January 1974

MEMORANDUM FOR THE RECORD

SUBJECT: The Agency Alcohol Program

STATINTL

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1. I attended a meeting in Mr. Blake's office. Also present were Fred Janney, Director of Personnel and [redacted] Executive Officer to the DD/MGS. Mr. Blake had before him a report of the Inspector General. This report had been occasioned by a letter of complaint sent to the Director from [redacted]. Apparently the report recommended against the hiring of [redacted] and also commented on aspects of the alcohol program. Mr. Blake read from the report a paragraph that had attracted Mr. Colby's attention. Mr. Colby invited comment and suggested that this be brought to the attention of the Management Committee. STATINTL The paragraph in particular was critical of the [redacted] operation and raised the question as to the appropriateness of the program being located in the Office of Personnel as opposed to the Office of Medical Services.

STATINTL

2. Mr. Blake spoke of his own personal experiences as Director of Personnel and his own wonderment as to the responsibility residing with the Office of Personnel and in particular being associated with [redacted]. Mr. Blake invited my comments. I advised that the Agency alcohol program was part of a larger Federal program and that both programs had been given a great deal of careful thought. I pointed out that the Federal program did burden the Director of Personnel with primary responsibility and cited the reasoning in support of such a concept, including factors of performance, supervisory responsibility, economic coercion, training and education, and disposition as contributing to the concept of fixing the responsibility within personnel management. I stated that I thought that the Office of Medical Services could run the program but that our talents were more properly applied in the areas of diagnosis, care, and treatment. In that regard I added that the medical treatment of alcoholism was not outstandingly successful, that AA had as good a record, if not better, and that factors of economic coercion

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were fundamental in the degree of success of any rehabilitative efforts.

3. Mr. Janney agreed with these views. Mr. Blake then wondered whether the locus of responsibility within the Office of Personnel should be in some other part of the office. He suggested that the Office of Personnel and the Office of Medical Services get together and come up with a paper for Mr. Brownman's signature addressed to the Director through the Management Committee. Mr. Blake would like the paper in a week's time. Mr. Janney will be getting in touch with me in terms of identifying his representative. I advised that [redacted] would represent our office. [redacted] STAT  
[redacted] will provide copies of the IG report.

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[redacted]  
JOHN R. TIETJEN, M. D.  
Director of Medical Services

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**Remarks:**

3 → 4. I talked with [redacted] for 45 minutes today (28 Jan). He is preparing the OP paper (due 4 Feb) & said he'd send down an early draft for my comments.  
 KMR

STATINTL

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